

Promotion in the Faculty of Health Sciences: Criteria and Procedures

1. Preamble

Promotion is recognition of achievement that has been demonstrated over a period of time. The purpose of promotion in the Faculty of Health Sciences (FHS) is to foster and reward excellence in all academic endeavours: teaching, research and service. To meet these criteria, the applicant shall provide evidence of a cumulative record of academic performance and achievement that is appropriate to the rank being sought, and that demonstrate professional growth.

This document summarizes the criteria and processes related to promotion within the FHS. Criteria and procedures reflect Article 20 of the Collective Agreement between the University of Manitoba and UMFA. This document also outlines criteria and procedures for academic staff with rank who are not members of UMFA. Faculty with the following ranks are eligible for promotion: Instructor I, Instructor II, Lecturer, Assistant Professor, and Associate Professor. Eligible faculty members may hold tenured, probationary or contingent positions with full-time, part-time, nil-salaried or term appointments.

In principle, promotion may be applied for at any time. In practice, full-time faculty will normally need a minimum number of years in each rank to achieve and demonstrate the appropriate level of achievement. Normally, this shall be the time from the commencement of the appointment at this University, or while occupying the current rank. Assessment may include consideration of performance prior to assuming the current position. **The duties specifically assigned to the faculty member during the period under consideration, and normally included in a written letter of offer and/or annual performance reviews, must be taken into account in the application of the criteria and weightings.** Mere length of service does not constitute grounds for promotion. Promotion will result in a change in academic rank of only one step, regardless of the length of time at the current rank, or the achievements during that time.

Applicants who choose to be considered for both tenure and promotion at the same time will normally have both applications considered by a single committee.

Individuals considering application for promotion in the FHS, who are appointed in more than one department or college in the FHS, will submit one application in their primary department or college, as applicable. Following a successful promotion in that department or college, all other appointments in the FHS will be automatically accorded the new rank.

2. Criteria for Evaluation of an Application for Promotion

Promotions from rank to rank are to be based on the contribution that a faculty member has made to the discipline, the department (as applicable), the college, the faculty and the University while at the current rank, taking into account the academic attributes and performance of assigned duties and other related activities. It is the responsibility of the applicant to provide the evidence that she or he deems necessary to support the application. Applicants may request letters of support from former students and colleagues internal or external to the University of Manitoba. In addition, the Promotion Committee or the Dean of the FHS or his/her designate may request additional evidence.

Academic attributes to be considered in determining the criteria to be used in assessing the suitability of a faculty member for promotion normally shall include, but are not limited to:

a. Research, Scholarly Work and Other Creative Activities

Factors that may be considered include: the publication of books, monographs, and contributions to edited books; papers in both peer reviewed and non-peer reviewed journals; technical reports; papers delivered at professional meetings; participation in panels; knowledge translation activities; unpublished research including current work in progress; editorial and refereeing duties; grant-funded, non-funded, contract-based research, and/or industry funded research; commissioned works; and scholarship as evidenced by the applicant's depth and breadth of knowledge and general contributions to the research milieu of the University. Promotion Committees shall consider any published works and unpublished works submitted by the applicant.

Evidence of scholarship is expected to demonstrate that the applicant has made a significant contribution to his/her field. Both the quantity and quality of the applicant's scholarship will be assessed. Promotion Committees shall consider all scholarly works, but will generally give greater weight to peer reviewed works.

b. Teaching

Factors that may be considered include: course work and all related activities; clinical teaching, supervision of students; supervision of post-doctoral fellows; seminar and colloquia work; curriculum development and/or renewal; innovative methods in teaching; educational leadership; and other contributions to the teaching activities of the University. The written opinions of fellow faculty members and students shall be sought. The measure of teaching performance shall include Senate-approved student evaluations that have been collected.

The applicant's teaching record, including instruction of students at the various levels of programs offered in the applicant's department or college, will be assessed. This would include evidence of successful teaching as assigned.

c. Service

Factors that may be considered include: participation in University, faculty, college, departmental and staff committees; advising students; service in professional organizations; service in professional associations (e.g., UMFA and CAUT); general administrative duties; and community service where the individual has made an essentially non-remunerative contribution by virtue of special academic competence. Service includes internal and external activities related to the research and teaching functions of the University.

Evidence of service to the FHS, the University, and/or the professional or academic communities to which the applicant belongs will be assessed. Broader service to the community, through formal and informal arrangements, is also evaluated as an important element of service. While effective committee and administrative work cannot substitute for effective teaching and well-regarded research, duties of this nature are expected of all members of the University. Promotion

Committees shall consider the contributions the applicant has made through his/her committee and administrative service and through his/her service to learned or professional societies, such as editorial boards and peer-review activities, advisory boards and specifically, the ways in which such service provides evidence of scholarly knowledge and judgment.

Description of Ranks and Normal Requirements, Associated Attributes and Qualifications

Instructors

Instructors in the FHS are expected to have appropriate academic qualifications for the discipline. Instructors normally have primary responsibility to contribute to the teaching function of the department and/or college, and to contribute to service. As a consequence, their performance in teaching and service shall be used as the criteria for promotion.

Promotion from Instructor I to Instructor II

An applicant should demonstrate high quality teaching, and a record of effective service, as described under teaching and service. Summative evaluations by students are essential requirements.

Promotion from Instructor II to Senior Instructor

An applicant should demonstrate excellence in teaching and a consistent record of effective service, as described under teaching and service. Leadership, innovation and creativity in the design of new courses, curricula, course materials, and modes of delivery will be given considerable weight. Summative evaluations by students are essential requirements.

Promotion from Lecturer to Assistant Professor

Lecturers are appointed to term positions and are eligible to be considered for promotion to the rank of Assistant Professor. Individuals so promoted remain on term or contingent appointments. Further term appointments for UMFA members may be granted only if they will not automatically become probationary appointments pursuant to Article 19.C.6.4 of the collective agreement.

The criteria are the following;

1. Ph.D. degree or appropriate academic qualifications for the discipline.
2. Evidence of successful teaching. The applicant must have demonstrated teaching ability that is rated as "satisfactory" or better, based upon student evaluations, peer evaluation, or other evidence. Summative evaluations by students are essential requirements.
3. Evidence of scholarly and/or research activity consistent with that expected of new appointments at the Lecturer level in the discipline. This may take the form of peer-reviewed publications in reputable scholarly journals, invited papers delivered to academic or professional associations, and/or other scholarly activities. Current unpublished research work shall be taken into consideration, but shall be given a lesser weighting than publications.
4. Evidence of effective contributions to service.

Promotion from Assistant Professor to Associate Professor

For promotion from Assistant to Associate Professor, the criteria to be met by the applicant are:

1. Ph.D. degree or appropriate academic qualifications for the discipline.
2. Evidence of successful teaching at the level expected of the Assistant Professor rank. In addition, there should be evidence of a record of consistency both in the applicant's commitment to successful teaching and in his/her ability in classroom and/or clinical teaching, and in his/her commitment to the promotion of students' academic pursuits through student advising and the stimulation of interest in continued study of the discipline/field. Summative evaluations by students are essential requirements.
3. Evidence of a level of research activity and scholarship consistent with indicators such as the following:
 - i) an established independent research program, individual or collaborative, which goes beyond the work of the applicant's Ph.D. degree or since his/her appointment representing a significant contribution to the field of study or area of expertise;
 - ii) the impact, quality, originality and number of publications, comparable to norms for the field and the rank of the applicant. The forum for publication will normally be taken into consideration.
 - iii) a track record of research funding at a level which is appropriate for the discipline, field and rank;
 - iv) the amount and quality of research in collaboration with outside bodies such as clinical and/or community agencies, government or industry;
 - v) effective graduate student research supervision; and
 - vi) other examples appropriate to the applicant's discipline.

External and independent letters of evaluation will be sought, to establish the extent to which the applicant's research/scholarship has received national recognition. Three (3) letters of evaluation from experts external to the University of Manitoba in the applicant's field of expertise will be sought. The applicant shall submit the names of 4-5 arms-length individuals with university appointments at a rank the same or higher than the applicant is seeking who are capable of assessing the applicant's research and scholarly contributions. The Dean of the FHS shall make the final decision as to the external reviewers and may include those from the submitted names. The list of names of external examiners shall be shown to the applicant who may request the deletion of any name for cause. The Dean of the FHS or his/her designate shall solicit the external evaluations. The material that is sent to an external evaluator should include at least the following: the application form (Part A), the CV and representative parts of the dossiers, plus a complete copy of the FHS Promotion document.

Letters of evaluation are confidential to the Promotion Committee. However, letters of evaluation (regardless of source and with attributions removed) will be provided to an applicant within 10 days of their receipt by the Promotions Committee, stripped of identifying information as to source/author.

4. Evidence of effective contributions to service.

Promotion from Associate Professor to Professor

Promotion to the rank of Professor recognizes a high order of achievement in research/scholarly work and teaching, together with notable service contributions. An individual must have an established positive reputation based upon peer evaluation as a nationally and internationally recognized scholar or discipline leader (in research, teaching, academic/ professional service or leadership). Achieving this rank is not guaranteed or necessarily expected of every faculty member.

For promotion from Associate Professor to Professor, the criteria to be met by the applicant, within the constraints of the resources made available by the University and the demands of the Department and/or College, are:

1. Ph.D. degree or appropriate academic qualifications for the discipline.
2. Evidence of successful teaching at the level expected at the rank of Associate Professor such as the degree to which the applicant is able to:
 - i) stimulate and challenge the intellectual ability of students;
 - ii) communicate academic material effectively;
 - iii) successfully supervise masters and doctoral student thesis research;
 - iv) maintain a mastery of his/her subject areas;
 - v) maintain accessibility to students; and
 - vi) influence the intellectual and scholarly development of students.

A demonstrated high level of competence in teaching is required. In all but the most exceptional cases, this must be shown to have extended consistently over a considerable span of time, not merely in the two or three years prior to promotion. Summative evaluations by students are essential requirements.

3. Evidence of a level of research activity and scholarship consistent with indicators such as:
 - i) the impact, quality, originality and number of research publications, while in the current rank, comparable to norms for the research field and the rank of the applicant. The forum for publication will normally be taken into consideration.
 - ii) a fully established and recognized research program;
 - iii) an established national and international reputation, as evidenced, for example, by publication in high quality international journals, by being invited to present plenary session or keynote talks at major national and international conferences, by being invited to serve on grant selection committees or research review boards, or similar signs of recognition;
 - iv) a track record of research funding at a level which is appropriate for the discipline, field and rank;
 - v) the amount and quality of research in collaboration with outside bodies such as clinical and/or community agencies, government and industry;
 - vi) successful masters and doctoral student thesis research supervision; and
 - vii) other examples appropriate to the applicant's discipline.

External and independent letters of evaluation will be sought, to establish the extent to which the applicant's research has received significant recognition nationally and internationally. At least three (3) letters of evaluation from experts external to the University of Manitoba in the

applicant's field of expertise are required. The applicant shall submit the names of 4-5 arms-length individuals with university appointments, who are capable of assessing their research and scholarly contributions. It is recommended that at least one of the external evaluations be from an international evaluator, and all of the external evaluators must hold the academic rank of Professor. The Dean of the FHS shall make the final decision as to the external reviewers and may include those from the submitted names. The list of names of external examiners shall be shown to the applicant who may request the deletion of any name for cause. The Dean of the FHS or his/her designate shall solicit the external evaluations. The material that is sent to an external evaluator should include at least the following: the application form (Part A), the CV and representative parts of the dossier, plus a complete copy of the FHS Promotion document.

Letters of evaluation are confidential to the Promotion Committee. However, letters of evaluation (regardless of source and with attributions removed) will be provided to an applicant within 10 days of their receipt by the Promotion Committee, stripped of identifying information as to source/author.

4. Evidence of notable contributions to service.

3. Procedures

i) Prior to submission of an application

The matter of promotion shall be discussed by the Department Head, or College Dean where there are no Departments, with the applicant prior to the submission of an application for promotion. It shall be the applicant's responsibility to provide, at the time he/she submits the duly completed Application for Promotion form, sufficient material evidence, such as copies of annual performance reviews and curriculum vitae, to support his/her case for promotion. Anonymous materials cannot be included in an application for promotion (with the exception of SEEQ data).

Applicants are recommended to prepare dossiers for each area, as appropriate to rank.

- The *Teaching Dossier* should include the applicant's teaching philosophy and goals; teaching responsibilities; examples of course syllabi, assignments and evaluation instruments; summaries of student evaluations (e.g., copies of SEEQ report summary sheets); and evidence of other teaching activities and accomplishments.
- The *Research Dossier* should include an outline of the applicant's research program; current research and scholarly activities; funding; sample publications; and any other information with respect to the applicant's current or future research and scholarly activities.
- The *Service Dossier* should outline the applicant's service activities; current involvement with professional and community associations and outreach activities; and any other information with respect to the applicant's current or future service-related activities.

NOTE: A brief narrative should precede each of the dossiers addressing directly the reasons why the applicant feels promotion is merited in the FHS, in common terms that are understandable to the university community, within and outside a particular discipline.

ii) Effective dates and deadlines

All promotion materials submitted by the candidate and the external reviews should be received by the Dean of the FHS by September 15. After September 15, the applicant shall not provide additional application materials unless so requested or approved by the Dean of the FHS or the Promotions Committee. Applicants may withdraw an application for promotion at any time prior to its going to the Board of Governors. Promotion takes effect on March 30 of the calendar year following the calendar year in which the application is submitted, and is contingent upon approval by the Board of Governors.

iii) Promotion Committee

a. The Dean of the FHS shall be responsible for establishing a faculty based nucleus Promotion Committee consisting of representatives from each College. College Deans will determine and provide names of faculty members from their respective colleges for membership on the FHS nucleus Promotion Committee.

b. Normally, a Promotion Committee shall consist of three (3) faculty members from the applicant's Department, or College where there are no departments, and two (2) faculty members from the FHS nucleus Promotion Committee selected by the Dean of the FHS or his/her designate. Where possible, the majority of the voting members of the Promotion Committee are to be from the applicant's Department, or College where there are no Departments, or related discipline/field to ensure that the majority of the committee has the special expertise to judge competence in the discipline/field of the applicant. Promotion Committee members will normally be at the same academic rank or higher than that which is being sought by the applicant. Instructors can evaluate promotion applications only of those in Instructor positions.

Gender parity will be sought on all Promotion committees. Where gender parity is not feasible, there shall be at least one (1) member of each gender on each Promotion Committee.

c. The Dean of the FHS or his/her designate shall be the non-voting Chairperson of each Promotion Committee. The Head of the applicant's Department, or College Dean where there are no Departments, shall serve as a non-voting resource to the Promotion Committee.

d. Prior to the first meeting of a Promotion Committee, the Dean of the FHS shall make known the names of those faculty members scheduled to be considered, and invite written submissions to the Promotion Committee from faculty members on the applicant's teaching and scholarship and from students on the applicant's teaching. Also prior to the first meeting, the Chairperson shall write to all members of the Promotion Committee, informing them of the time and place of the first meeting, and asking them to study thoroughly (and keep confidential) all materials provided to them regarding the applicant.

e. The non-voting Chairperson of the Promotion Committee is responsible for ensuring that the procedures carried out by the Committee reflect due process, and are in keeping with the appropriate provisions of the Collective Agreement and the criteria and weightings of the FHS so that a just and defensible recommendation can be achieved.

f. The applicant being considered for promotion shall be provided with copies of anonymized letters and external evaluations; and shall have an opportunity to meet at least once with the FHS Promotion Committee before the FHS Promotion Committee begins consideration of his/her application. No meetings of a Promotion Committee or general discussion of applicants shall take place without every Committee member being present in person or through other means allowing active participation. The Committee takes responsibility for the application of the criteria and for ensuring that it has sufficient information to make a recommendation.

g. All voting will be conducted by secret ballot. If, following a vote, the committee cannot make a positive recommendation, the Chair of the Promotion Committee shall so inform the applicant in writing, indicate the area(s) of concern that the committee will wish to discuss, and establish, in consultation with the applicant, the date for a subsequent meeting where the applicant shall be given the opportunity to speak to these concerns. A reasonable time will be allowed for the applicant to seek advice, solicit opinion and provide further documentation in order to prepare for such a meeting. The committee shall then consider the new input, and hold a second and final vote. A simple majority is needed to carry the vote.

h. The Chairperson shall report in writing in Part B of the Application Form all recommendations (positive or negative), together with the specific reasons therefor related to the criteria and weightings established by the FHS, to the faculty member, Department Head (as appropriate), College Dean, and the Dean of the FHS.

iv. Following the Promotion Committee's recommendation

After considering the Application for Promotion and supporting material submitted by the applicant and following receipt of the Promotion Committee's report, the Head of the applicant's Department, or Dean of the Applicant's College where there are no departments, shall make a recommendation on promotion to the Dean of the FHS for each faculty member who has submitted a duly completed Application for Promotion form and has not subsequently withdrawn it. The recommendation of the Department Head, or College Dean, as applicable, shall be in writing in Part C of the Application Form and accompanied by the specific reasons therefor related to the criteria and weightings established by the FHS. The Department Head, or College Dean as applicable, shall deliver a copy of the recommendation and reasons to the applicant. The Dean of the FHS, shall transmit the Promotion Committee's recommendation, his/her own recommendation, and that of the Department Head, or College Dean as applicable, to the Vice-President (Academic) and Provost. The recommendation of the Dean of the FHS shall be in writing (Part D), and accompanied by the specific reasons therefore related to the criteria and weightings established by the Faculty of Health Sciences. If the recommendation of the Department Head, or College Dean as applicable, Dean of the FHS or the Vice-President (Academic) is different from that of the Promotion Committee then he/she shall advise the Promotion Committee and the applicant in writing.

The President shall deliver or send to the faculty member by registered mail, a written notice of any negative recommendation which he/she intends to forward to the Board of Governors, along with the specific reasons, for the negative promotion recommendation and a reminder of the faculty member's right to an appeal. When it has considered the President's recommendation, the Board of Governors will communicate its decision to the faculty member in writing.

April 14, 2015

Adapted primarily from the University of Manitoba Faculty of Science document *Promotion and Tenure Policies* dated April 18, 2014 and the University of Manitoba Faculty of Arts document *Promotion in the Faculty of Arts: Procedures and Criteria* dated May, 2012